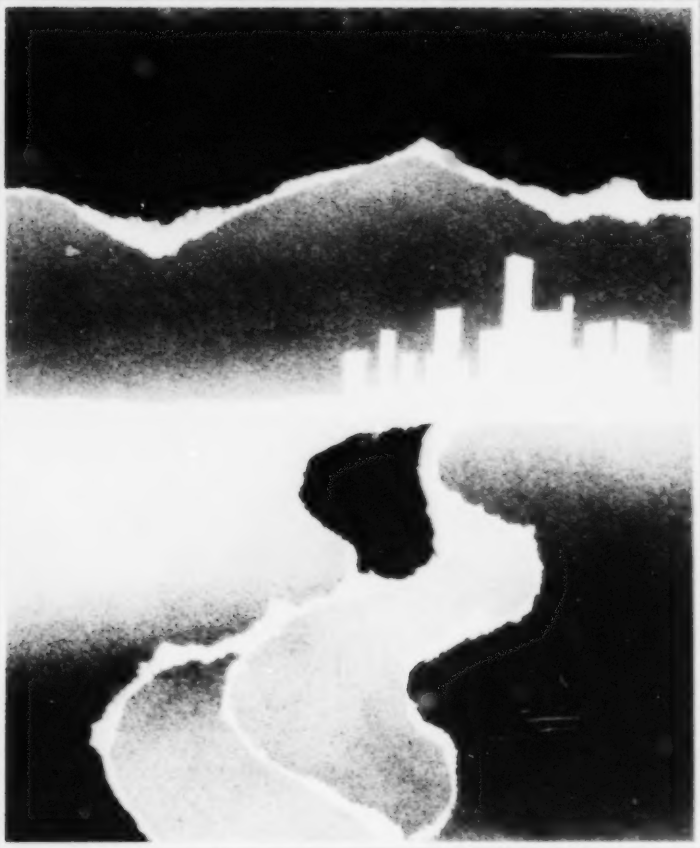
BRITISH·COLUMBIA'S ENVIRONMENT

Planning for the Future



NEW DIRECTIONS IN ENVIRONMENTAL PROTECTION: FIVE-YEAR ACTION PLAN (1992-1997)

BC Environment

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NEW DIRECTIONS in ENVIRONMENTAL PROTECTION

5 YEAR ACTION PLAN
1992 - 1997

Environmental Protection Program
Ministry of Environment, Lands and Parks

Preface

The Environmental Protection Program of the Ministry of Environment, Lands and Parks is responsible for preventing pollution in British Columbia and protecting the environment within the province. The key activities of the Program are:

- implementing the 5R waste management hierarchy (**R**educe, **R**euse, **R**ecycle, **R**ecover, **R**esidual Management)
- setting and enforcing pollution standards;
- regulating waste discharge, including hazardous wastes;
- monitoring and inspecting discharges and the ambient environment;
- developing market-based incentives to reduce pollution, including user-pay practices; and
- providing public information and education on pollution issues.

The Environmental Protection Program works with a variety of interest groups, including environmental groups, industry, municipalities and the general public. Approximately 265 staff are based in six regional offices, with headquarters in Victoria. The Program budget is approximately $50 million annually.

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1 INTRODUCTION

This document sets out a 5 year action plan for the Environmental Protection Program. It includes a clear statement of the program's vision, with the goal of zero pollution, and a strategy for action which emphasises pollution prevention.

Environmental protection is a high priority for the people — and the government — of British Columbia. Environmental issues are increasingly complex; our ability to measure changes in the environment exceeds our ability to understand the significance of these changes to human health and the ecosystem.

Although methods of protecting the environment through regulations and enforcement are important, they are only a partial answer. New approaches are needed to meet the environmental challenges of the 1990's. These new approaches require new partnerships between government and non-government sectors.

The Environmental Protection Program is using strategic planning to identify and address the major issues we expect to face over the next 5 years. We have identified a vision and set challenging objectives. The resulting Action Plan is not a rigid blueprint but rather a set of guiding principles. These principles are accompanied by a set of goals. The goals, and their outcomes, will enable us to measure our success.

This Action Plan has been developed by program employees and representative partners. They have looked ahead to the next five years to create a plan which:

- defines the vision of the Environmental Protection Program;
- captures its guiding principles;
- addresses the concerns of British Columbians;
- addresses the concerns of program employees;
- specifies how we will measure our success;
- focuses on the budgeting of money and staff time to annual work plans;
- depends on innovation and continuous improvement; and
- encourages all staff to commit themselves fully to the action plan.

2 VISION STATEMENT

The Vision Statement describes what the Environmental Protection Program is striving to become by 1997.

"We will serve British Columbians by providing leadership to protect, restore and sustain the environment for present and future generations.

"Our goal is zero pollution.

"We will work in partnership with others to prevent, minimize and control the release of substances and clean-up existing contamination to realize our vision of a healthy, diverse environment."

3 GUIDING PRINCIPLES

The Guiding Principles are the basic principles and beliefs of the Environmental Protection Program. These principles govern the way the Program makes decisions and carries out its actions.

GUIDING PRINCIPLES

- **INTERNAL TEAMWORK**
- **EMPOWERED STAFF**
- **BALANCED DECISIONS**
- **EXTERNAL INVOLVEMENT AND PARTNERSHIPS**
- **NEW APPROACHES**

INTERNAL TEAMWORK

We are committed to:

- a common Vision, shared by all program staff;
- understanding, supporting, trusting and respecting each other and our roles;
- an open consultative communication process;
- creating an atmosphere where problems are openly and positively confronted and resolved;
- integrating and using this teamwork with other ministry programs; and
- high standards of professionalism and service.

EMPOWERED STAFF

We are committed to:

- respecting and using individual skills and expertise;
- decision making at the lowest appropriate level;
- supporting each other in our work and decisions;
- providing opportunities for development and growth; and
- encouraging and facilitating employee well-being.

Balanced Decisions

We are committed to promoting and facilitating balanced decisions in environmental matters — decisions which:

- consider scientific and technical information;
- consider social and economic factors; and
- are fair and consistent.

External Involvement and Partnerships

We are committed to promoting pollution prevention and achieving environmental goals through:

- establishing partnerships and initiating teamwork with individuals, groups, industry, other ministries and other governments;
- providing for more direct public involvement and consultation;
- responding to public concerns; and
- playing a positive role in resolving conflicts about environmental issues.

New Approaches

We are committed to challenging ourselves to develop new and better approaches to preventing pollution through:

- creatively seeking and using all available resources;
- supporting needed research and its application;
- being flexible and innovative;
- removing barriers and limitations to change; and
- always striving for greater efficiency and effectiveness.

4 SUCCESS INDICATORS

The Critical Success Indicators are measures of how effectively the Environmental Protection Program is achieving its Vision and fulfilling its Guiding Principles.

CRITICAL SUCCESS INDICATORS HAVE BEEN DEVELOPED FOR EACH OF THE AREAS LISTED BELOW. A DETAILED LIST IS AVAILABLE UPON REQUEST FROM THE ENVIRONMENTAL PROTECTION PROGRAM (SEE LAST PAGE).

Indicators

1. Empowered staff
2. Internal teamwork
3. External involvement and partnerships
4. Protected environment and reduction of pollution at source
5. Support for sustainable development
6. Development of, and compliance with environmental standards
7. Timely response by Division staff
8. Education and information
9. Balanced approach in decision making
10. New and innovative approaches
11. Market based incentives

The Critical Success Indicators are still in draft format and will be reviewed at the end of 1992. Development of Critical Success Indicators is a learning process and may require refinement.
Once refined these indicators will serve as a year-by-year measure of the success of the 5 year action plan. The indicators will provide continuity of direction over this time frame.

5 CORE STRATEGIES

The 5 year Core Strategies for the Environmental Protection Program are tools for achieving the 1997 Vision.

1. POLLUTION PREVENTION AND THE 5R's
   - **R**educe
   - **R**euse
   - **R**ecycle
   - **R**ecover useful materials and energy
   - **R**esidual waste management
2. MARKET BASED INCENTIVES
3. UP-TO-DATE CRITERIA AND NEW APPROACHES TO STANDARDS IMPLEMENTATION
   - legislative renewal
   - regulation
   - permits
   - waste management plans
   - delegation of increased responsibility to other partners
   - elimination of duplication internally and with partners
   - compliance and enforcement
4. IMPROVED SERVICE DELIVERY
   - consultation and partnerships
   - program evaluation
   - teamwork (internal and external)
   - timely, effective and courteous service
5. HIGH PRIORITY HAZARDOUS ISSUES AND HOT SPOTS IDENTIFIED AND CLEANED UP
6. STAFF EMPOWERMENT, MULTI-DISCIPLINARY TEAMWORK AND BALANCED DECISIONS
7. AMBIENT ENVIRONMENTAL QUALITY
   - monitoring, data management, evaluation, reporting
8. EDUCATION AND INFORMATION TO ENABLE THE PROGRAM AND SOCIETY TO MAKE SOUND ENVIRONMENTAL CHOICES

6 MAJOR PROGRAMS

Major Program Areas (also known as Lines of Business) are a way of describing the business we are in.

Strategic Action Items for each of the Major Program Areas are described in Section 7 on page 12 of this document.

IN ORDER TO PROVIDE LEADERSHIP IN PROTECTING, RESTORING, AND SUSTAINING THE ENVIRONMENT, WE VIEW THE ENVIRONMENTAL PROTECTION PROGRAM AS HAVING SIX MAJOR PROGRAM AREAS:

- POLLUTION PREVENTION
  - PRIVATE SECTOR
  - PUBLIC SECTOR
  - CONSUMER
  - HAZARDOUS MATERIALS
- ASSESSMENT AND AMBIENT ENVIRONMENTAL QUALITY
- POLICIES AND STANDARDS

7 STRATEGIC ACTION

The Strategic Action Items described in this section are the specific initiatives which the Environmental Protection Program will undertake to implement its Action Plan over the next five years.

(1) Action Item: Private Sector Pollution Prevention (Industry and Business)

- Require individual companies and industry sectors to develop 5 year plans for pollution prevention and the 5R's;
- develop partnerships with industry to find solutions including non-regulatory solutions to pollution prevention and the 5R's;
- consult with industrial stakeholders in developing all strategies;
- develop procurement and secondary content models and "codes of good practice" for industry sectors and request preparation of specific action plans from industry;
- participate with other jurisdictions in developing market based incentives (eg. emission trading, polluter pay, environmental levies);
- promote "problem solving" mind set;
- prepare information and education strategies to prevent pollution in consultation with stakeholders such as individuals, environment associations and schools;
- set waste reduction targets for each industrial sector;
- respond promptly to industrial applications for required standards and legal authority to discharge and store waste;
- revise legislation to ensure decision making delegated to the most appropriate level;
- ensure new legislation provides strong authority to support pollution prevention and the 5R's;
- develop strategies to require "life cycle" responsibility by industries for products and services created and for related packaging; and
- develop education materials for consumers, schools, stakeholders and politicians at all levels.

(2) Action Item: Public Sector Pollution Prevention (municipal, provincial and federal governments)

- require municipal governments to develop a 5 year plan for pollution prevention and the 5R's;
- develop partnerships with municipalities and other governments to find solutions including non-regulatory solutions to pollution prevention and the 5R's (eg. joint projects under the Federal Green Plan);
- consult with government stakeholders in developing all strategies;
- develop procurement and secondary content models and "codes of good practice" for public sector agencies and request preparation of specific action plans from municipalities and other governments;
- participate with other jurisdictions in developing market based incentives (eg. emission trading, polluter pay, environment levies);
- promote "problem solving" mind set;
- prepare information and education strategies in consultation with stakeholders such as individuals, environmental associations and schools to prevent pollution;
- set waste reduction targets;
- respond promptly to governments' applications for required standards and legal authority to discharge and store waste;
- recommend legislation to ensure staff and other government authority for decision making at the most appropriate level;
- recommend that new legislation provides strong authority to support pollution prevention and the 5R's ;
- develop education and information materials for consumers, schools, client groups and politicians at all levels;
- develop and implement strategies to remove specific materials from municipal waste streams;
- develop and implement litter control and beverage container return strategies; and
- develop and implement "life-cycle" and market development strategies.

(3) Action Item: Consumer Pollution Prevention

- develop (with partners) education and information materials and support relevant research;
- develop and implement market based incentives (eg.:
  - levy on tires and batteries
  - transit levy
  - parking plans and transit systems
  - polluter-pay for household hazardous waste);
- develop innovative mechanisms which involve government and industry: (eg.
  - car pool plans
  - building code (showers and bike parking)
  - transit plans
  - packaging);
- increase delegation of program delivery to voluntary groups, private sector and other levels of government (eg. recycling, car pools, etc.);
- develop new marketing tools (eg
  - "Eco-logo"
  - CSA certification
  - "green" investment
  - publish results of environmental audits
  - publish non-compliance lists);

- develop new tools for feedback to public (eg. air quality index, garbage tonnage, water quality index);
- develop education and curriculum materials with industry and government partners for consumers, schools, client groups, and politicians at all levels (eg.
  - pamphlets, videos
  - PSA's (TV, radio, theatres)
  - displays (buses and ferry terminals, vehicle inspection and maintenance stations, hotline, PNE);
- target information at points of influence:
  - community and business leaders
  - media
  - decision-makers; and
- input materials for the Ministry's *State of the Environment* reports.

(4) Action Item: Hazardous Materials Pollution Prevention

- develop criteria to determine if a product (or its use) is hazardous;
- develop program to certify environmentally friendly industries;
- get powers which enable the minister to control use of (and alternatives to) hazardous products;
- create inventory of contaminated sites and other problem areas and issues, prioritise and ensure clean-up of contaminated sites and resolution of problems;
- develop recommended legislation to control contaminated sites and resolve environmental problem areas and issues;
- support development of province-wide system and disposal methods for special wastes and other contaminants;
- develop policy and standards for managing and using contaminated soils;
- improve inventory and other information on hazardous materials;
- require government and industry to prepare management plans to implement the 5 R's for hazardous materials;
- develop education and information materials for consumers, schools, client groups and decision makers at all levels:
- encourage government and industry partnerships to manage collection, treatment, storage, exchange and disposal of hazardous wastes; and
- involve municipal and regional governments in implementation of plans and legislation (greater delegation) for:
  - household hazardous waste
  - industrial and hazardous wastes entering sewer systems and landfills
  - contaminated sites
  - contingency plans.

(5) Action Item: Assessment and Ambient Environmental Quality

- establish priorities respecting environments that need attention (i.e. watershed, airshed, etc.);
- develop a communications strategy to tell the public what the ambient levels are - develop and produce information packages;
- develop and implement user-pay policies which ensure dedicated accounts with user groups for funds collected;
- support Ministry "state of the environment" reporting;
- rationalize responsibility for ambient quality monitoring;
- develop inventories of emissions data;
- develop and implement monitoring and assessment programs; and
- monitor program efficiency and effectiveness.

(6) Action Item: Policies and Standards

(includes development of criteria, objectives, standards, regulations & legislation)

- create an organizational team to develop policies and standards;
- create a work environment which allows team members to devote the majority of their time to the task of developing policies and standards — including supporting research where necessary;
- formulate a schedule for the development and implementation of policies and standards based on priorities established by the Action Plan, the Core Strategies and the Critical Success Indicators;
- formulate and obtain Ministry endorsement for the underlying policy for discharge criteria and standards;
- use consultation in development of standards and policy;
- deliver and review policies and standards on a timely and proactive schedule (eg. *prior to* new industrial development);
- develop policies and standards jointly with other Ministry Programs to ensure environmental resources are protected;
- develop air and watershed objectives — delegate to regions where appropriate;
- update waste discharge and storage policies and standards;
- develop and implement policies and standards for air, liquid and solid waste management planning;
- develop policies and legislation for land use as it relates to pollution prevention;
- Exchange information with national and international business and governments on policies and standards;
- develop and implement market based incentives, revenue sources, user pay policies, and financial assistance programs to reinforce the 5R's; and
- develop and implement quality assurance for environmental data.

8 ACTION PLAN 1992-93

Each year a separate annual work plan will be prepared when the approved budget is known. Program Implementation in these annual work plans will be monitored and compared to the 5-year Action Plan. Each employee in the Environmental Protection Program will have performance objectives based on the annual work plan and the 5-year Action Plan.

A draft work plan for 1992-93 has been prepared for the Environmental Protection Program. Demands always exceed available resources. We must set priorities now and finalize the work plan when the Program budget is known.

Examples of high-priority activities include:

Air Resources

- develop a **Clean Air Strategy** for British Columbians;
- establish emission and ambient guidelines and related monitoring and data standards;
- upgrade the ambient and emissions monitoring programs and report the results publicly; and
- develop guidelines and methods for assessing the significance of air quality issues.

Industrial Waste & Hazardous Contaminants

- implement a contaminated sites program including inventory, review and remediation activities; and
- update criteria, policies and regulations.

Municipal Waste

- continue development and implementation of tire and battery programs;
- develop and recommend a provincial strategy for beverage containers, and begin implementation;
- develop and recommend a biomedical waste management system; and
- work with UBCM and GVRD to retain a marketing coordinator for recyclable goods.

Evaluation, Economics & Laboratory Services

- evaluate options for providing Provincial Environmental Laboratory services;
- develop market-based instruments such as solid waste user-pay systems and new waste discharge permit fees based on quantity and quality of waste;
- undertake an emissions trading demonstration project; and
- design and implement a program for regular evaluation of the activities in the Environmental Protection Program.

Regional Issues

- undertake a planning process with industries that are involved in oil and gas exploration and production in Northeast B.C. to develop acceptable waste management practices for hazardous and special wastes;
- issue amended air permits for Prince George pulp mills that will reflect continued upgrading of pollution control works to further improve Prince George air quality; and
- develop air management plans for Taylor, Quesnel and Prince George that will allow knowledgeable decisions regarding future development.

Finance and Administration

- develop a strategy for employee training and development;
- coordinate and promote revenue generation opportunities;
- develop an internal accounting system; and
- update policy manuals.

9 NEXT STEPS

It is recognized that the Action Plan represents a major change in the traditional regulatory approach to environmental protection, which attempted to deal with pollution after it occurred. The future emphasis will be on pollution prevention and on involving all of the partners, including consumers, in an open and consultative approach to protect the environment.

The Environmental Protection Program now has a clear vision of what needs to be done over the next five years. It has also developed an Action Plan for getting this done.

To ensure that the 5-year Action Plan is implemented and the vision is achieved, the next steps will include:

- designing and implementing a full and open public process on all program activities;
- finalizing legislation for Cabinet consideration to provide the authority to implement the Action Plan. The existing *Waste Management Act* is lacking in many areas, especially related to pollution prevention and waste minimization;
- implementing a 1992-93 work plan based on the approved Program budget and monitoring the progress and results achieved; and
- reporting publicly each year on the progress in implementing the Action Plan.